



**U.S. GENERAL SERVICES ADMINISTRATION
QUALITY SERVICE MANAGEMENT OFFICE**

PROJECT AND OPERATIONS MANAGEMENT SUPPORT SERVICES

Performance Work Statement

RFQ No: GQ47AC00-19-0001

Performance Work Statement for General Services Administration (GSA) Project Management Support for NewPay Implementation

1 Introduction

The General Services Administration (GSA), Quality Service Management Office (QSMO) is responsible for the delivery of centralized common solutions to the federal government.

1.1 Service Contracting Act Applicability

The Government expects that the majority of the work performed under this Task Order will be performed by bona fide professional staff and thus, not covered under the Service Contract Act (SCA). Any SCA-covered work performed shall be subject to compliance with, and adherence to, applicable SCA clauses and wage determinations as incorporated into the Base Federal Supply Schedule of the Contractor. Overtime wages for SCA-exempt employees shall not be permitted under this PWS.

1.2 Subject to the Availability of Funds

In accordance with FAR 52.232-18, the Government's obligation for performance of the resultant task order is contingent upon the availability of funds in future Fiscal Years from which payment for contract purposes can be made.

2 Points of Contact

2.1 Contractual Matters:

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3 Objective

As outlined below, the resulting task order shall include mandatory and optional Contract Line Item Numbers (CLIN). The government reserves the right to utilize the optional CLIN(s) as necessary and will activate them as necessary via task order modifications. Optional tasks may have differing periods of performance (PoP), but optional task periods of performance shall not extend beyond the period of performance of the base or option period.

The Quality Service Management Office is seeking mandatory support as well as optional support contingent upon annual operating need. QSMO is seeking firm-fixed-price (FFP) quotes based on the projected consistent contractor support need outlined in this PWS.

4 Background

4.1 General

The vision of the Quality Service Management Office (QSMO) is to establish itself as the premier mission support service organization to federal agencies by providing best value and an optimal customer experience. QSMO's mission is to deliver efficient mission support services with unmatched technical proficiency utilizing state-of-the-art technology and driven by a customer-first culture.

4.2 NewPay.

The Federal government envisions a modern payroll ecosystem. To accomplish this, the Federal government is moving to a Software as a Service (SaaS) model to replace the current payroll infrastructure. SaaS is a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted. SaaS will leverage the scale of the Federal government, shift operations and maintenance to innovative commercial providers, and enable agencies to focus resources (human and fiscal) on core mission priorities. The SaaS vendor will be accountable for implementing changes to federal statute and regulations in a consistent and timely manner.

OMB approved the Unified Shared Services Management (USSM) Strategic plan including the implementation of SaaS to replace the payroll services infrastructure and applications beginning in FY 2018. As a result, in partnership with the Payroll interagency project team consisting of representatives from the four payroll shared

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services providers (SSPs) (Department of Defense (DoD) - Defense Finance and Accounting Service (DFAS), United States Department of Agriculture (USDA) - National Finance Center (NFC), Department of Interior (DOI) - Interior Business Center (IBC), and Government Services Administration (GSA) plus Department of State), GSA issued a Request for Quote for Payroll and Work Schedule Leave Management (WSLM) SaaS commercial solutions in June 2018. The vendors will provide payroll and work schedule and leave management services to the federal with two (2) offerings: 1) payroll only services, 2) integrated payroll and time and attendance and implementation and integration services.

The QSMO will transition the SSP's and their customers onto the applicable offering in phases (payroll only or payroll and WSLM). The first phase will include GSA and all of its current customers (≈21,000) plus one additional customer agency allowing for the retirement of the GSA legacy payroll application. Subsequent implementations in the first phase will include customer agencies from DFAS and NFC. Following a successful first phase, QSMO will conduct a government-wide payroll implementation, migration of the remaining customer agencies from DFAS and NFC and the migration of IBC and its customers to SaaS payroll and work schedule and leave management services. The complete migration will encompass the 2.2+ million federal civilian employees.

5 Place of Performance

All work described herein shall be performed primarily at the GSA Headquarters Building, at 1800 F. Street, NW, Washington, DC 20405 or at a telework location unless otherwise specifically authorized by the Government (i.e. see section 10.4 below for telework considerations).

6 Commencement of Performance/Hours of Operations

6.1 Period of Performance

The period of performance for the base period shall be 1 year from the Date of Award. Three additional one year Option Periods may also be required thereafter, if so exercised by the Government in accordance with FAR Clause 52.217-9 – Option to Extend the Term of the Contract

6.2 Commencement

The Contractor shall be available and ready to commence work within ten (10) business days of award. To ensure this occurs, upon receipt of formal Award notice, the Contractor shall be ready for a project kick-off meeting within three (3) business days of Award and shall begin processing security clearance requirements and other personnel

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mobilization to permit work to begin within ten (10) business days of Award. Signature by the Contracting Officer on the Award document (i.e. Task Order) shall constitute notice to proceed. All security clearances, badging and/or other campus access procedures shall be followed and adhered to by the Contractor to ensure commencement of work by the stated timeline.

6.3 Core Hours

The Contractor shall be ready to provide requisite support services in support of the GSA QSMO at the GSA Headquarters office Monday through Friday during core hours of 8:00 AM to 4:30 PM Eastern Time, exclusive of federal holidays listed below. See Section 10.4 for remote contract performance requirements.

Federal Holidays

- New Year's Day (January 1).
- Birthday of Martin Luther King, Jr. (Third Monday in January).
- Washington's Birthday (Third Monday in February).
- Memorial Day (Last Monday in May).
- Independence Day (July 4).
- Labor Day (First Monday in September).
- Columbus Day (Second Monday in October).
- Veterans Day (November 11).
- Thanksgiving Day (Fourth Thursday in November).
- Christmas Day (December 25).

Unanticipated Federal Holidays – Unanticipated holidays declared by the President will be considered official Government holidays. In the case of unanticipated federal holidays, as long as the Contractor pays their employees as if it were a normal work day, the contractor will be paid. Additionally, reductions in price will not be taken for services not performed due to unanticipated closure of the building by the Government due to inclement weather, provided the Service Provider's employees are fully compensated.

6.4 Variations

Variations in core hours and regular coverage hours shall be made only with the approval of the CO or COR/PM. Occasionally new or special projects may require Contractor personnel staff to begin the work day at alternate times and/or may require fluctuations in contract support personnel required dependent upon current workload demands and project support services required. Due to the inherently unknown and changing nature of the pending tasks to be completed by this Task Order, the Contractor shall provide coverage under a Firm Fixed Price arrangement for the Task Order workload.

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7 Contractor Furnished Items

The Contractor shall be required to provide all labor, equipment, materials and supplies to perform all operations necessary to complete the requirements of this PWS except as otherwise noted (i.e. see section (10) below).

8 Key Personnel

8.1 General

Assigned tasks may involve requirements for high-level subject matter expert (SME) type work efforts to provide contextual perspective for seeking best practices and suggested alternatives in program and project management, strategic planning, and change management for the implementation of NewPay for the federal government. Other efforts under the PWS will require more mid-level strategy implementation, while still other support areas may involve support for data analytics and technical writing capabilities. The Contractor shall provide program management support under this Task Order. This includes the management and oversight of all activities performed by Contractor.

8.2 Core Team Members

The Contractor shall identify its proposed Core Team Members for the purposes of quotation evaluation. This Core Team should represent the individuals with whom the Government will work on contractual and performance matters throughout the task order period of performance.

8.2.1 Additional Proposed Core Team Members

The Contractor shall also identify (and provide resumes demonstrating experience commensurate with the proposed position and the requirements of this PWS) additional Core Team Members as outlined in the Price Schedule Breakout Worksheet. Core Teams Members shall be capable of providing support in delivering quality consultation services to support GSA QSMO in its organizational stand up and NewPay implementation. Expertise in general change management and organizational development principles as defined in section 11 below (including organization structure review, development of processes and operating procedures, mission statements, visioning and goaling exercises, metrics refinement and measurement) will be required at all levels of Contractor support taskings.

8.3 Substitution(s) of Key Personnel

Individuals proposed for Key Personnel positions under this Task Order are expected to remain dedicated to the Task Order. Substitutions will not be accepted unless specifically agreed upon and shall be made in accordance with this provision. All

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proposed substitutions of key personnel must be submitted in writing, at least fifteen (15) days, (thirty (30) days if security clearance is to be obtained), in advance of the proposed substitution to the Contracting Officer, with the information required in section (c) below. All requests for substitutions must provide a detailed explanation of the circumstances necessitating the proposed substitution(s), a resume of the proposed substitute(s), and any other information requested by the Contracting Officer to make a determination as to the appropriateness of the proposed substitution(s). Substitution requests shall clearly identify how the proposed replacement meets or exceeds applicable standards established in the Solicitation (i.e. evaluation criteria minimum qualifications), the Task Order, and any betterment made thereto by the Contractor via its Proposal. All proposed substitutes must have qualifications at least equal to the person being replaced. The Government will evaluate requests for substitutions and the Contracting Officer will notify the Contractor of approval or disapproval. FAR Clause 52.245-1 and 52.245-9 specific to the furnishing of Government property apply to this PWS and shall be incorporated upon award.

9 Meetings

9.1 Post Award Kick-off Meeting

Upon award and prior to the beginning of any services, the Contractor shall attend a Kickoff Meeting with the CO and the COR/PM. This meeting is expected to take place within five (5) business days of Award. The purpose of this meeting is to review schedule, transition planning, and any other necessary items related to initial mobilization of contractor support staff.

9.2 Status Meetings

The Contractor PM shall convene Status Meetings every two weeks, at the request of the Government, with the Contractor's Primary POC, the GSA COR, GSA CO and other key Government stakeholders as identified by the CO/COR. The purpose of this meeting is to ensure all stakeholders are informed of the in-progress activities and status report, provide opportunities to identify upcoming tasks and establish priorities for execution and implementation, and to coordinate resolution of any identified problems.

9.3 Other Meetings

Additional meetings (i.e. ad-hoc client meetings, safety meetings, etc.) shall be at the discretion of the CO and/or COR/PM.

9.4 Contractor Personnel Attendance at Meetings

Attendance by the Contractor's PM and Primary POC shall be mandatory at all meetings.

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10 Government Furnished Property

10.1 General

In accordance with FAR Part 45.201, the Government hereby provides notice that any Property furnished under the Task Order shall be provided in an “as-is” condition and acceptance of the equipment for use by the Contractor shall be conditioned upon a joint physical inspection conducted between the Contractor and the Government prior to acceptance for use. Any markings, defects and/or other concerns regarding equipment suitability shall be noted upon inspection for reference and use when equipment is returned. It shall be the sole responsibility of the Contractor to ensure the equipment provided at the start of the Task Order is returned to the Government in the same, or better, condition. At no time, shall the Government be responsible for replacement of any GFP that is lost, broken or otherwise damaged by the Contractor. Further, the Contractor is responsible for all costs related to making the property available for use, such as payment of all transportation, installation or rehabilitation costs outside that customarily provided by the Government in furnishing similar Property to Government personnel.

10.2 Applicable GFP FAR Clauses

FAR Clause 52.245-1 and 52.245-9 specific to the furnishing of Government property apply to this PWS and shall be incorporated upon award.

10.3 GFP Provided for Contractor Personnel

The Government will provide Contractor personnel with workspaces, laptop and virtual LAN access (i.e. network profile after HSPD-12 clearance) necessary to perform this PWS in a normal office environment. It shall be the responsibility of the Contractor to ensure that no misuse of Government Property (committed with or upon Property furnished to the Contractor and/or any other Government Property in place at the site of work) or information occurs. Government telephone use (i.e. desk phone, cellular phone, and/or softphone via computer) is for official Government use only; contractor personnel shall conform to existing Government policy for personal use in the workplace.

10.4 Telework Considerations

It is expected that performance of tasks associated with this PWS may be performed remotely at the Contractor’s place of business (vice on-site in the Government office located in Washington, DC). Solutions proposing in-person as well as remote performance at Contractor site locations are considered acceptable. However, in some instances, performance on-site may be required dependent upon the task assignment (i.e. in-person meetings or strategy sessions, professional seminars, Agency briefings at GSA Headquarters (Washington, D.C.)). In addition, in the event of a national

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emergency, declared contingency operational, building closure, or other events, the contractor support services in this order are deemed non-mission essential.

Performance of work by Contractor personnel from an alternate location (i.e. Contractor site locations, telework center, personal residence, etc.) during inclement weather, unique situations, Continuity of Operations (COOP) drills, actual emergency events such as flooding, earthquake, power outages etc., or otherwise may be required where determined necessary and appropriate by the Government (i.e. as authorized by the CO or COR/PM).

10.4.1 Alternate Work Assignments

In the event alternate work arrangements are authorized, the Government shall only be responsible to provide access (i.e. via Virtual Desktop, VPN or Citrix connections) to allow the users to securely continue working in a telework environment. Additional resources such as physical computers, telephones, monitors, keyboards, mice, etc. will not be furnished by the Government for telework purposes. In a telework situation, Contractor personnel shall provide their own High Speed Data connection and have available to them an adequate space to allow them to work efficiently during core hours. Any authorized telework shall conform to current GSA Mobility and Telework Policy.

11 Scope

11.1 Task Description

The Contractor will be responsible for assisting QSMO in the development of the documents and artifacts required for the stand-up and designation as a federal Quality Quality Service Management Office (QSMO) and the implementation of NewPay in the federal payroll and WSLM ecosystem.

11.2 General Requirements/Tasks

Provide general contractor support services to assist QSMO to support activities in operational support, meeting support, program/project management, program briefings, administrative support and other actions to develop various program components to substantiate a concept of operations, including but not limited to:

- Professional Services
- Communications Support
- Strategic Planning
- Project Planning
- Communications Planning
- Stakeholder Engagement
- Workforce Capability Development Planning

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- Data analytics

11.3 QSMO Stand Up and NewPay Implementation

The Contractor will provide support services to stand up the QSMO for the development of products and artifacts required to certify the office as a Quality Quality Service Management Office and implement NewPay for the payroll and work schedule and leave management for the federal government. The categorized services, products and artifacts are listed below. The list includes the required documents and artifacts but does not include all of the products that will be produced to support the standing up and the certification of the office.

The Contractor will support the full program and project management life cycle including but not limited to providing support in the following areas:

- Program and Project Management
- Program Assessment
- Project Planning
- Project Control and Evaluation
- Earned Value Management
- Risk Management
- Program Management Methodology and Framework Development
- Program Outreach and Communications

11.3.1. Business Architecture (CLIN 0001)

Develop the Business Architecture for the newly established Office of Shared Services Excellence to support the implementation and acquisition of NewPay and other shared services solutions for the federal government. The deliverables include but are not limited to the following:

- Service Catalog
- Strategic Alignment and Impact Mapping
- Data Strategy and supporting documentation: policies, guidelines, data quality, and platform solutions
- Privacy Strategy
- Enterprise Architecture Models approach and overview (including Business Capabilities)
- ITIL approach
- Performance Goals and Results Reporting
- Performance Quality Assessment Model
- Stakeholder Impact Analysis

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- Enterprise Architecture Models Update, development of all FEA EA models

11.3.2. Business Planning (CLIN 0002)

Conduct Business Planning for the Quality Service Management Office in support of the implementation and acquisition of NewPay and other shared services solutions for the federal government. The deliverables include but are not limited to the following:

- Draft GSA Executive Business Case
- Draft Operating Plan (organizational structure, business model, roadmap)
- Draft Operating Plan (Communications strategy)
- Establish PMO Processes
- Funding Strategy (Operating and Revenue; Income Sources and Expenditures)
- HR Strategy, Team Organization Model, Workforce Talent, Performance Plans
- Merger and Acquisition Strategy Plan (2-3-5 year increments)
- PMA Impact Mapping
- Revolving Fund Decision Making Structure Process
- Transition Team Retention Plan
- Technology Modernization Fund Document
- Draft Implementation Plan
- Operating Plan (including IAA, between QSMO and home agency, timeline/roadmap and communications strategy)
- Refined Implementation Plan
- Capacity Planning Model (resource scalability; scale up or down based on demand)
- Communications Strategy
- Final Implementation Plan
- Procurement Planning
- Three Year Strategic Plan (including ConOps content, Scope of Service content, and other criteria)
- Five Year Investment Plan

11.3.3. Customer Engagement (CLIN 0003)

Plan for and Conduct Customer Engagement for the Quality Service Management Office in support of the implementation and acquisition of NewPay and other shared services solutions for the federal government. The deliverables include but are not limited to the following:

- SLA Finalization (including SOP)

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- SLA KPI Reporting
- TORB Alignment (SOP and Plan; linked to System/Service CM Plan)
- Service Desk System (includes Strategy, Integration, and Tactical Execution)
- Stakeholder Charter (Roles/Responsibilities, Membership, Voting)
- Vet Strategy with Customers by developing presentations, coordinating meetings, and crystallizing message
- Customer Advisory Board (minutes and support)
- Customer Satisfaction Survey Plan (so that survey is implemented in FY20)
- Customer Service Desk Survey
- Customer Service Desk Survey Reporting and Analysis
- SLA Progress and Reporting

11.3.4. Migration (CLIN 0004)

Plan for and support of the migration of shared service providers and their customers from current legacy payroll and Work Schedule and Leave Management (WSLM) solutions to NewPay. The deliverables include but are not limited to the following:

- Change Control Process
- Risk Management Plan Alignment with law, directives, statutes, policies, and processes. Includes alignment to NIST RMF (800-37)
- SLA Reporting and Continual Improvement
- System/Service Change Management Plan
- Cybersecurity Plan
- Platform Migration Roadmap
- QSMO Modernization Strategy
- Technology and Services Catalog Strategy
- Business Process Mapping
- Customer Engagement Strategy/M3 Integration Rollout
- Readiness Assessments Analysis
- COOP testing, verification, and scoring
- FIBF Adoption Plan
- FIBF Alignment
- Records Management Strategy
- Services Ramp/Capacity Model (including estimation), Onboarding Model
System decommissioning/disposal Procedures
- Data Center Operations Plan and Roadmap
- Data Loss Prevention Plan
- Security Training Plan

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11.3.5. Project Management (CLIN 0005)

Provide Project Management support to the establishment of the Quality Service Management Office for the acquisition, implementation and migration to NewPay of the shared services providers and their customers. The contractor will provide support in the *development* of deliverables that include the but are not limited to:

- Support in development of a Draft Task Order (TO) SOW, Refining the TO SOW, and Final TO SOW
- NewPay Ordering Instructions
- Program Management Plan to include schedule, tollgates, risks, and variances
- Schedule Management Plan
- Allocation Model
- Life Cycle Cost Model
- Project Dashboard Reporting
- Risks, Actions, Issues, Decisions Log
- Capital Planning and Investment Control (CPIC) reporting
- Data Sharing Memorandums of Understanding (MOUs)
- Gain ISO 9001 or CMMI accreditation
- Statement on Standards for Attestation Engagements No. 18
- Reporting/Documentation
- ATO Continuous Monitoring
- ATO Data system categorization
- ATO documentation and approval
- ATO POA&Ms
- ATO SDLC and PM methodologies
- ATO Security Plan (including controls, processes, responsibilities, and reporting per NIST 800-16)
- Go Live Documentation
- Respond to GAO Audit reports (material weakness)
- Respond to SSAE 18 POA&Ms

11.3.6 Additional Intermittent Support (CLIN 0006)

It is anticipated that in addition to the above regular, recurring support services, undefined and intermittent support will be required to be provided by the Contractor throughout the life of the Task Order. This intermittent support may include, but is not limited to, the following additional activities:

- Support QSMO and NewPay workshops.

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- Assist the PMO to provide analytical support to capture data, analyze and provide recommendations
- Identify and share best practices and lessons learned.
- Assist in arranging meetings/interviews with payroll, WSLM, IT security and SaaS SME's in the public and private sectors for the purpose of expanding the knowledge of the QSMO team to perform more effectively.

11.3.7 Surge (CLIN 0007)

The Government may require surge support during the base and any option period, and surge modifications will be in-scope to provide increased support for any of the defined task areas of the PWS/SOW. Surge support will be provided at the same labor rates proposed and found fair and reasonable at time of contract/task order award for the applicable ordering period. Surge support is estimated at 10% of each period. The contractor will not be guaranteed any hours under this CLIN. The Contracting Officer has unilateral authority to execute the SURGE CLIN.

11.3.8 Other Direct Costs - (ODCs) (CLIN 0008)

The contractor may be required to obtain supplies, services and/or materials for the performance of this contract. Those supplies, services and/or materials must be incidental to and associated with the overall functions being performed through this contract. The contractor shall abide by the requirements of the FAR in acquiring supplies, services and/or materials, and must maintain files in such a manner that the Contracting Officer could review them upon request to ensure compliance with federal procurement regulations; however, price reasonableness should always be determined prior to a purchase. In addition to the requirements identified above, the contractor shall request in writing in advance and obtain approval from the COR prior to making any ODC purchase.

Travel - Travel will be handled in accordance with clause C-FSS-370. Costs for transportation, lodging, meals and incidental expenses incurred by the contractor are allowable subject to the limitations contained in the Federal Travel Regulations and/or Joint Travel Regulations. They should not be included in the offered prices and will be considered at the task order level. The Contractor may be required to travel in performance of orders issued under this contract. Allowable travel and per diem charges are governed by Pub .L. 99-234 and FAR Part 31, and are reimbursable by the ordering agency or can be priced as a fixed price item on orders placed under the Multiple Award Schedule. Travel in performance of a task order will only be reimbursable to the extent authorized by the ordering agency. The Industrial Funding Fee does NOT apply to travel and per diem charges.

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11.4 Deliverables and Reports

The Contractor shall provide the deliverables and reports as detailed in the Deliverable Schedule table provided herein this section. All deliverables shall be provided in electronic format to the Contracting Officer's Representative (COR). Format must be agreed upon by the Government prior to start of contract performance. Unless otherwise advised by the COR, all deliverables shall be provided as an email attachment to the COR (with copy to the CO).

The Government shall have five (5) business days to review deliverable for content. If deliverable is unacceptable, the Government shall return to the Contractor and the Contractor shall provide a revised report within two (2) business days that is acceptable to the Government.

11.4.6 Monthly Financial Summary Report

The monthly financial summary report shall be submitted monthly on the first day of the month to the COR and Contracting Officer with the corresponding CLIN/Work Order invoice and shall include labor charges for actual hours worked (time) and materials used which may be authorized for payment in performance of this Contract. Travel shall be itemized sectionally in accordance with the Schedule. The monthly financial summary report shall also include Actual Cost of Work Performed (ACWP) and material costs incurred, but not yet invoiced, against a CLIN/Work Order. Both invoiced and ACWP hours shall also be mapped against Functional Area Support Requirements and Delivery of Functional Area Support Requirements, or similar such areas described herein this PWS. Charges shall not exceed the authorized cost limitations as set forth in the Schedule. The Government will not pay unauthorized charges. Original receipts, travel vouchers, etc. completed in accordance with the Government Travel Regulations shall be maintained by the Contractor to support charges and shall be made available to Government auditors upon request.

The monthly financial summary report shall include the following:

- Other direct costs listed by contractor's expenditure account codes (ODC's). ODCs must be individually itemized and specific by each individual category. (i.e., travel & per diem, etc).
- Total monthly charges by CLIN.
- Accumulative total (labor, ODCs, travel, etc).

The Contractor shall provide reports via email to the COR (with copy to the CO) and shall also submit the reports via GSA's automated acquisition system, ITSS (<https://it-solutions.gsa.gov>).